

30 August 1972

MEMORANDUM FOR:

SUBJECT: R&D on Intelligence Analysis, Quality Control
and Training

1. Herewith as you requested are some ideas on Andy Marshall's memo of 28 August dealing with R&D, quality control and training.

2. It seems to me that Andy has been doing a lot of penetrating thinking about how to improve the intelligence product. I subscribe to his analyses of the reasons for product inadequacy and to most of his ideas on what to do about it - with one exception. That is that I believe his solutions tend to be a bit too gradiose to be feasible.

3. What I do agree to are the propositions that the DCI must have a group looking at the product from an objective viewpoint to check on product quality, that we must find ways to introduce more systematic analytical techniques into the production process, and that there should be an R&D effort to ensure that the community at least stays abreast of new developments in this field.

4. The setup which I believe would incorporate all these innovations without being too gradiose would involve the following:

a. PRG take aboard one or two more substantive people so that PRG can get into the business of reviewing product (as the name implies) for adequacy of content. These individuals would not only come up with their own ideas on product adequacy, but they would also be responsible for liaising with consumers on the NSC Staff, and at State and Defense. Feedback would be via Mr. Tweedy who would pass the word to the various production managers.

b. PRG and DCI/IC would sponsor a buildup of CIA's Information Science Center as the means of introducing the new analytical techniques to production managers and analysts throughout the community. Buildup of a single center would prove to be less expensive and more cohesive than the scattershot approach now being taken. Perhaps ISC should be put under DCI/IC to retain a real community flavor.

c. The Information Science Center would be sufficiently large and sufficiently keyed in to the production problem that it could also be the production R&D center. ISC, working as it does, with actual intelligence problems, would be the best place to evaluate the effectiveness of any new technique and it would be the logical site for the introduction of new methods into training curricula.

5. It seems to me that either we take some such integrated approach to product improvement, or we will be continually bombarded and prodded by Andy Marshall with similar proposals. If he doesn't get some satisfaction along the lines of his ideas, he might well advise HK to recommend something drastic in the way of changes in the intelligence community.



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